



**UNITED STATES AIR FORCE ACADEMY
BOARD OF VISITORS**

WASHINGTON, DC 20330

31 January 2014

MEMORANDUM FOR SECRETARY OF DEFENSE

FROM: USAFA BoV
c/o AF/A1PT
1040 Air Force Pentagon
Washington, DC 20330-1040

SUBJECT: Air Force Academy Special Board of Visitors Meeting

The Board of Visitors of the United States Air Force Academy met in a Special called meeting on January 14, 2014. The purpose of the meeting was to review a number of high profile, negative media stories that raised Board of Visitor concerns about Air Force leadership oversight of the Air Force Academy and past Air Force Academy leadership. Sequestration caused cancellation of two previously scheduled BOV meetings and the Board felt an urgent need to meet with Lt. General Michelle D. Johnson who was appointed Superintendent in August 2013. Additionally, the Board was alarmed by the magnitude of likely budget reductions and their potential impact on the AFA mission and facilities.

With regard to oversight of the Academy, the Board looked back over several decades at the history of troubling people related issues at AFA and found the potential for reoccurrence if lessons learned in the 1990's, early 2000's, and more recently were not revisited and reapplied. Our review of the Fowler Report and other efforts to address changes in the social and cultural landscape or meet new goals for minorities and equal treatment causes the Board to conclude that the future of the Academy depends on high vigilance and proactive leadership at all levels specifically regarding these issues.

Board of Visitor conclusions and recommendations regarding the high profile negative media events will be considered when ongoing investigations are complete.

The Board is deeply impressed with the skills and approach Lt. Gen Johnson brings to her duties as Superintendent. The Board is confident this stellar leader is the right choice for this challenging period for the Air Force Academy. Though she is tackling the very substantial reductions of the projected budget, the Board asks that great care be taken by the Air Force to preserve the mission and facilities at this premier Air Force institution.

The Board is grateful for the amount of time SecAF and CSAF devoted to this meeting and the assurances provided to the Board on the subject of oversight.



ALFREDO ALSANDOVAL
Chair, USAFA Board of Visitors

cc:

Chairman, Committee on Armed Services of the Senate

Chairman, Committee on Armed Services of the House of Representatives

Secretary of the Air Force

Chief of Staff, U.S. Air Force

Deputy Chief of Staff of the Air Force, Manpower, Personnel and Services

Superintendent, USAFA

Members of USAFA Board of Visitors

Designated Federal Officer, USAFA Board of Visitors

Executive Secretary, USAFA Board of Visitor